

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Valcor Samcor

Puerto Rico Manufacturing Extension Inc

Lean Practices Increase Valcor Samcor's Customer Satisfaction

Client Profile:

Valcor Samcor, Inc., located in Gurabo, Puerto Rico, is a well-known designer, manufacturer, and installer of security metal and glass doors and windows. Valcor Samcor also provides custom-made glass to other manufacturers. Founded in Puerto Rico in 1981, the company currently employs 250 people.

Situation:

Delays in Valcor Samcor's glass component cutting process were having negative impacts on the product delivery cycle. The company couldn't keep its delivery commitments, and an increase in customer complaints prompted the general manager to seek a solution. After participating in a lean manufacturing workshop hosted by Puerto Rico Manufacturing Extension, Inc. (PRiMEX), a NIST MEP network affiliate, he decided to try lean principles at Valcor Samcor. The company asked PRiMEX to assist.

Solution:

PRiMEX visited Valcor Samcor's plant to meet with management and take a plant tour. PRiMEX recommended the company start its lean implementation in the glass processing area. Working with a team of Valcor Samcor employees, PRiMEX created a value stream map of the glass cutting process. The map, which documented every step involved in the process, provided data that helped employees identify ways to eliminate non-value-added activities, streamline the process, target an increase in the delivery cycle, and reduce customer complaints.

PRiMEX developed a lean implementation plan for Valcor Samcor, which defined the activities the company needed to complete to make real changes. Key employees within the glass-cutting department received lean and value stream training from PRiMEX. Then, with PRiMEX's help, they implemented "business rules" for internal customers; an internal communication program; a material requirement planning structure; and a plan to reduce work-in-process inventory.

Results:

Reduced glass cutting lead time by 27 percent.
Reduced glass door backlog by 70 percent.
Improved service response time by 60 percent.
Increased customer satisfaction.

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Testimonial:

"Kaizen is an ongoing process that never finishes. We are glad we got started with the help of Puerto Rico Manufacturing Extension, Inc., and now we need to continue."

Ricardo Sosa, General Manager